

Idaho's 2002 Winter Games Strategy
A report of **SUCCESS**



Letter from the CHAIRMAN

Governor Kempthorne,

On behalf of your 2002 Executive Committee, we're pleased to provide you with this report of our activities in connection with the staging of the Olympic Winter Games in Salt Lake City, Utah Feb 8 to 24, 2002.

By almost all measure, Idaho's efforts were successful. Among the most noteworthy were:

- Nearly 1 in 10 of the athletes who competed in the winter games trained or participated in a pre/post Olympic event in Idaho.
- Over 200,000 Idahoans were directly exposed to the Olympic movement through events and exhibitions.
- Idaho received an economic impact of over \$100 million dollars
- By measure of viewership, Boise was the #1 rated T.V. market for the 2002 Games. The Idaho Falls/Pocatello T.V. market was ranked fifth.
- Boise was permanently awarded an Olympic cauldron in recognition of the "enthusiasm, spirit and participation" it exhibited during the National Torch Relay.
- Idaho's travel and tourism was significantly helped in the wake of 9-11-01, largely a result of the efforts connected with the Winter Games.

We are pleased that so many Idaho families and school children were personally touched by the spirit of Olympics. The efforts of the many businesses, volunteers and state agencies that helped our state benefit from this significant event is greatly appreciated by the committee and the many families throughout the state that were touched by the Olympic movement.

Sincerely yours,

Chip Fisher
Co-Chairman

Lt. Governor Jack Riggs
Co-Chairman



2002 Winter Olympic GAMES

The 2002 Winter Olympic Games in Salt Lake City was the first time an event of this high caliber had been staged in the Intermountain West. Not since the 1960 Olympic games in Squaw Valley California had the Winter Olympics been held in the Western U.S. The 2002 Olympic games were unrivaled for their attention to and interest in the Intermountain West and, as such, provided unheard of opportunities for Idaho.

The positive social and cultural values of the Olympic spirit were exhibited throughout the games and mirrored the highest in athletic ideals. Idaho youth were exposed to excellent role modeling for honest competition and perseverance for excellence. With 77 countries competing our youth saw the richness of ethnic and cultural diversity among persons from many different lands. It was a living laboratory to the highest ideals of determination, teamwork and international understanding. And it was right next door to Idaho.

The Olympic games also brought economic opportunity to Idaho. Idaho citizens and businesses benefited from the over \$100 million of economic impact of the games. Millions of people around the world were shown the beauty of western America, including Idaho. Many thousands of visitors to the Olympic games drove through or to Idaho and many residents of Utah came to Idaho as a respite from the activities of the

games.

Outside of Utah, Idaho was the first state to recognize the opportunities of the games and was the first to develop a solid ten-point strategy to take advantage of the proximity of the Olympic games. Immediately after the announcement of the award to Salt Lake City in 1995, Idaho began developing a winter games strategy and published its plan in 1997.

The blueprint of strategies gave the framework for thousands of Idaho citizens and businesses to rally around a world-class event and share in the Olympic spirit of the 2002 Winter Olympic Games.

Making it work for IDAHO

Five years prior to the opening ceremonies in Salt Lake City, Idaho was the only state outside of Utah that had a plan in place to leverage benefit from the proximity of the Olympic games.

Following the award announcement to Salt Lake City in 1995, Idaho's Department of Commerce undertook a series of meetings with industry leaders and public officials to assess interest in the potential support for Idaho's active involvement with the games in Salt Lake City.

Armed with input from over 250 community leaders from every part of Idaho, the Department was charged with the responsibility to construct a reasonable plan that would benefit Idaho's citizens and its communities. The plan that was to be developed would recognize the utilization of existing facilities in Idaho and not be a blueprint to build additional infrastructure. With the help of Dr. Lisa Delpy, Professor of Sports Management, at the George Washington University, the Department crafted a ten-point strategy document early in 1997.

Any plan needs a leader. Early in Governor Batts administration, he appointed the 2002 Executive Committee co-chaired by Lt. Gov. Butch Otter and Sun Valley community activist, Chip Fisher. The committee was composed of community leaders, industry representatives, sportspersons and others dedicated to youth programs. Meeting quarterly, they oversaw the development of strategies and tactics of the plan. The Division of Tourism Development of the Idaho Department of Commerce served the staff function to the committee.

The legislative session of 1998 passed enabling legislation to provide a funding base for a portion of the expenses that the effort would incur. A special edition vehicle license plate, Ski Idaho, was offered to Idahoans as a mechanism for revenue. Over 3500 vehicles in Idaho proudly carried the license plate to support Idaho's 2002 program.

The Olympic rings logo, and even the terminology "Olympic", are registered names and images of the International Olympic Organizing Committee and are some of the most aggressively defended trademarks in the world. Hence, Idaho's program used the terminology "2002" that avoided conflicts with official Olympic activities. Additionally, the Idaho program was developed independently from any sanctioned venue, yet cooperated in every way with officials at SLOC. On several occasions, representatives from SLOC met with Idaho officials to coordinate efforts. Regional meetings involving other intermountain states and major communities met with Idaho officials to share programs for mutual support.

In 1999, investigations of Olympic officials alleged misconduct by several Salt Lake City officials in acquiring the award for the games. The significant media exposure of those allegations gave a black eye to SLOC efforts but never had a negative impact in Idaho. However, the events of September 11, 2001 would. The games were to start a mere five months following the dreadful events of 9-11, yet somehow, managed to produce one of the most successful winter games in history and with Idaho riding right beside it.

Olympians with Idaho CONNECTIONS

ATHLETE

Don Amick
Gabrielle Anderson
Jerry Armstrong
Betty (Weir) Bell
Tessa Benoit
Sylvia (White) Blaine
John 'Boots' Blatt
Frank Brown
Kevin Burnett
Charles Burton
Amber (Welly) Cnossen
Roxane Conrad
Christin Cooper-Tache
Susie Corrock-Luby
Reggie Crist
Muffy Davis
Stacy Dragila
Dick Durrance
Glen Eberle
Corey Engen
David Faires
Chuck Ferries
Abbi Fisher-Gould
Dick Fosbury
Don Fraser
Gretchen Fraser
Linda Fratianne
Dates Fryberger
Megan Gerety
Ned Gillette
Cynthia Greiner
John "Johnny Iceland" Gudmundsson
John Heaton
Lacey Heward
Chris Hoeger
Werner Hoeger
Milton Holt
Patty (Boydston) Hovdey
Egbunike Innocent
Ed Jacoby
Jannette (Burr) Johnson
Troy Kemp
Alison Kiesel
Lisa Kosglow
Wendell Lawrence
Tim "Swampy" LeMarche
Lynn "Buck" Levy
Andrea Lloyd-Curry
Matt Luhn
Ruthie Matthes
Ryan Millar
Mack Miller
Tom Neely
Lyle Nelson
Lynn Nelson
Dan O'Brien
Leif Odmark
Terry Palmer
Tyler Palmer
Pete Patterson
Susie Patterson
Matt Perkins
Jeret Peterson
Charlie Proctor
Larry Questad
Ntala Skinner Quintilio
Ivana Radlova
Jacob Rife
Kathleen Roberts
Michel Rudigoz
Josef Sabockik
Ed Sanders
Jean Saubert
Sandy Shellworth Hildner
Dane Spencer
Picabo Street
Greg Sun
Cathleen Thaxton Tippet
Laura (Wilson) Todd
James Trussell
Sondra Van Ert
Al Vincelette
Jan Wilson

SPORT

Alpine
Marathon
Boxing
Alpine
Nordic
Speed Skater
Alpine
Alpine
Coach - US Mens Alpine
Freestyle Wrestling
High Jump
Shooter
Alpine (Silver GS '84)
Alpine (Bronze Downhill)
Alpine
Alpine (3 Silvers, Bronze)
Pole Vault (Gold Medal)
Alpine
Biathlete
Nordic
Alpine
Alpine
Alpine
High Jump (Gold)
Nordic
Alpine (Gold In GS)
Figure Skater (Silver)
Hockey
Alpine
Nordic
Heptathlon
Coach - Iceland Alpine
Cresta (Silver)
Alpine (3 Bronze)
Single Luge
Single Luge
US Boxing Coach
Alpine-Slalom
400 Meters
Coach - Track & Field
Alpine
High Jump
Nordic
Snowboarding
Triple Jump
US Alpine Coach
Nordic Combine
Basketball (Gold)
Alpine
Mt. Biking
Volleyball
Nordic
Single Luge
Biathlon
10,000 Meters
Decathlete (Gold)
Coach - US Nordic Comb.
Alpine
Alpine
Alpine
Alpine-Downhill
Alpine
Freestyle Aerials
Nordic Combined
200 Meters
Biathlon
Nordic
Alpine (Bronze)
Single Luge
Coach - US Alpine
Ice Skating (Bronze)
Boxing (Gold-Hvywt)
Alpine (Silver-GS)
Alpine
Giant Slalom
Alpine (Gold, Silver)
2-Man Bobsled
Rower
Nordic
Roller Hockey
Snowboarding
Nordic Combine
Swimming

OLYMPICS

1948 Winter
1984 Summer
1960 Summer
1952 Winter
2002 Winter
1964 Winter
1948 Winter
1960 Winter
1994 Winter
2000 Summer
1992 Summer
1992 Summer
1980, 84 Winter
1972 Winter
1992 Winter
1998, 2002 Paralympics
2000 Summer
1936 Winter
1984 Winter
1948 Winter
1948 Winter
1960, 64 Winter
1976, 80 Winter
1968 Summer
1936 Winter
1948 Winter
1976, 80 Winter
1964 Winter
1992, 1994 Winter
1968 Winter
1984, 88, 92 Summer
1968 Winter
1928, 32, 48 Winter
2002 Paralympics
2002 Winter
2002 Winter
1952, 56 Summer
1972 Winter
Summer
1992 Summer
1952 Winter
1992, 96 Summer
1972, 80 Winter
1998, 2002 Winter
1992 Summer
Winter
1956 Winter
1988 Summer
1984 Winter
2000 Summer
2000 Summer
1956, 60 Winter
1964 Winter
1976, 80, 84, 88 Winter
1988 Summer
1996 Summer
1952 Winter
1972 Winter
1972 Winter
1976, 80 Winter
1976 Winter
1998 Paralympics
2002 Winter
1928 Winter
1968 Summer
1994, 98 Winter
1988 Winter
1998, 2002 Paralympics
1968, 72, 76 Winter
1980, 84 Winter
1984 Winter
1952 Summer
1964 Winter
1968 Winter
2002 Winter
1994, 98, 2002 Winter
1994, 98, 2002 Winter
1976, 80, 84, 88 Summer
1994, 98 Winter
1992 Summer
1998, 2002 Winter
1960 Winter
1980, 84, 88 Paralympics

The Strategy for SUCCESS

Idaho 2002 Winter Games Strategy

For many years Idaho has enjoyed the fruits of promoting its winter travel and recreational attributes. So it was a natural to use the allure of winter in Idaho as a primary strategy to capitalize on the proximity of the Winter Olympic Games in Salt Lake City. Also, the shared heritage of Utah and Idaho provided a basis of understanding and support. Idaho could, in fact, be helpful to Utah in dealing with the myriad of details that would be encountered. And in turn, Idaho would find a benefit from the economic halo effort of the Salt Lake Winter Olympic Games.

Like the athletes, preparation would be fundamental to Idaho's success in its strategy. Incorporating input from industry leaders and communities from all over Idaho and with professional assistance, a ten-point strategy was developed by the Division of Tourism Development of the Idaho Department of Commerce. Some of the tactics succeeded beyond all expectations, while the success of others was more modest. In the end, the plan provided a workable blueprint for Idaho to capitalize on an event the likes of which will not be seen in the Intermountain West for a very long time.

Strategy #1 Olympic Training Sites

Acclimation to the climate and conditions of Utah for competitors and teams would prove to be advantageous for Idaho because of the proximity and similarity of Idaho with Utah. Idaho would be just far enough away from the frenzy in Utah to be attractive to team wanting to train without the glare of the lights from the media attention. Much of Southern Idaho is within a two-to-

five hour drive of Salt Lake City and Boise is a short plane ride away.

An early marketing effort was started to identify and solicit national Olympic teams to Idaho. Contacts were made with over 100 teams that would compete in alpine, Nordic or ice venues. A comprehensive Directory of Training Sites in Idaho was compiled, published and distributed to national teams that demonstrated an interest in Idaho. The Directory identified critical contact information, highlighted facilities in Idaho that offered an ideal setting for year round training, high altitude training and the staging of competitive events. Sun Valley's reputation as a skiing mecca and the incredible recruiting efforts of some of its citizens was key in making this element a success.

Countries who had athletes train in Idaho in preparation for the 2002 Games:

- Austrian GS & Slalom Teams
- Canadian Nordic Teams
- Italian GS & Slalom Teams
- Liechtenstein Nordic Teams
- Norwegian Nordic Teams
- Slovakian Hockey Team
- Spanish Nordic Team
- Swedish Nordic Team
- Swedish Biathlon Teams
- Ukrainian Biathlon Teams
- Ukrainian Figure Skating Team
- Ukrainian Nordic Teams
- US Disabled Nordic Teams
- US GS & Slalom Teams
- US Nordic Teams
- US Snowboard Teams



Strategy #2 Staging Events and Exhibitions

Exposing the highest ideals of the Olympics to Idaho's citizens and youth through the staging of pre and post Olympic events proved to be one of the most fulfilling strategies. Working with local communities, the committee identified possible sporting competitions and exhibitions that would be appropriate for Idaho communities. The Idaho Department of Tourism Development (IDTD) conducted an audit of Idaho facilities that determined which sport venues would be available or suitable for competitions and exhibitions. Once completed, the IDTD contacted sanctioning organizations, event sponsors and event producers to acquire appropriate bid information.

Over twenty events were staged in Idaho with an estimated attendance of over 200,000 Idahoans with many more families and youth exposed through the extensive media coverage that followed the events. Although most were winter activities, the Olympic spirit also spilled over into the summer sporting activities. Starting with the NorAm Freestyle competition at Bogus Basin in February of 1998, Idahoans were shown the drama of international competition for over 4 years as Olympic oriented events were staged throughout the state. Olympic fever hit a high point in Boise just weeks before the opening ceremonies when a record crowd of over 5,500 spectators witnessed the historic meeting of Team USA women's hockey and the women's hockey team from the Peoples Republic of China.

Olympic Torch Relay

"The running of the Olympic torch through America's cities and towns has a way of drawing communities together and inspiring greatness in all who see it."

Mitt Romney. President SLOC.

When the Olympic Torch came to Idaho, two weeks before opening ceremonies in Salt Lake City, Idaho communities were united with each other in the shared experience of celebration and achievement. The first celebration of the torch relay occurred in Caldwell on Friday evening, January 25 with the final event in downtown Rexburg on Sunday morning, January 27. In between, literally thousands of Idahoans carried, ran or watched with pride as the Olympic torch wound its way through Idaho.

Strategy #3 Taking the Scenic Route

Many visitors to Idaho during the winter months are skiers and snowmobilers



that live in the Pacific Northwest and are attracted to Idaho because of our dry snow, sunny winter climate and economical values.

Much of the increase in travel from this region has been

the result of the IDTD's efforts to stimulate interest in travel to Idaho to ski or snowmobile. But in addition, this region has a higher percent- age of people interested in outdoor recreation, and winter travel and many families have the discretionary income to travel often.



Idaho's unique geographic position between these abundant markets and the Olympic games in Salt Lake City set up the third strategy of the plan

- encouraging Olympic spectators to travel to Idaho on their way to the games or on their way home from the games. Television commercials were aired throughout the region to highlight Idaho's unique attributes and its beautiful winter resorts. A special "Winter in Idaho" brochure was produced and distributed. Idaho's travel website was enhanced to offer suggestions of places to visit and things to do throughout Idaho.

Strategy #4 Corporate

Sponsorship

The Olympic games cannot be staged without the financial assistance of corporate sponsors. Existing Olympic sponsors often were executives in major companies and could be in positions to influence their companies expansion programs, so encouraging them to visit Idaho while in the Intermountain West for the Olympics would be opportune. Special VIP travel packages were developed to stimulate interest in traveling to Idaho from Salt Lake City.

With a world class resort, Sun Valley and Idaho's capital city, Boise, only an hour flight away, this element looked like it would be very successful. But with the poor economy, fallout from the bid scandal and the focus of the TOPS and OPUS level sponsors to stay in the Salt Lake area during the Olympics, the emphasis on this element shifted to other areas.



Strategy #5 Idaho's Base Camps

As the world came to Salt Lake City, many potential visitors would be overwhelmed with the considerable crowds and high prices that would be charged by the hospitality industry along the Wasatch Front. So the concept of staying in Idaho and making the easy commute to Salt Lake City had appeal. All of Idaho's major cities offered direct flights to Salt Lake City International airport, which was less than 1 hour from most Olympic venues. Many Olympic visitors stayed in Southeastern Idaho to avoid high prices, crowds and no-vacancy signs. Also, Idaho was used as home base for many University of Utah students and teams as they were displaced by the onslaught of eager Olympic visitors.

Strategy #6 Tour Operators

Travel agents and those that operate group tours are an important market for travel promotions. One or two group tours in a local community can make a substantial economic impact. Once again, Idaho's unique geographic position and its abundance of scenic and recreational opportunities made this tactic an ideal strategy for Olympic marketing. The IDTD worked to identify agents and tour operators that specialize in Olympic

travel package. Working on a one-to-one basis, the Division presented tailored packages that might have been of interest to several countries operators. It was determined however that international tour operators usually only packaged tours that included Olympic activities or attractions near the Olympic sites. Side trips to Idaho were thus not a part of these packages. However, the exposure and contacts that we made with these tour operators could benefit Idaho in the future.

Strategy #7 Attract Utah Residents

During the Atlanta Games, many local residents rented their homes and left the area to make extra money and avoid Olympic crowds. Exactly the same phenomena occurred in Salt Lake City.

Two strategies were employed to take advantage of this situation. First, contact was made with property management companies who work as brokers between homeowners and potential renters. Vacation opportunities and short-term rental packages in Idaho were sent to each company.

Secondly, an area wide advertising campaign targeting Wasatch Front residents with the message “avoid the crowds in Utah, come to Idaho” was developed. The ad campaign ran each winter from 1998 to 2002. Several ski resorts in Idaho reported an increase in Utah skiers during the Olympics.

Strategy #8 Raising Awareness

Using the nearby Olympic games as a catalyst, the committee and IDTD raised the awareness of travel and sporting opportunities in Idaho on a national and worldwide scale. Regular press releases were sent

to Olympic beat writers in the U.S. and abroad. The focus of the Idaho stories was Idaho’s proximity to Utah, the ski and recreation opportunities in Idaho and the pre-training of Olympic athletics in Idaho prior to the games.



Strategy #9 Travel Information Center

Idaho's early involvement with the Salt Lake Olympic Games put Idaho in a leadership role in a coalition of other western states to create and manage an information center in the heart of Salt Lake City during the games in 2002. The Western State Visitors Center, located on Main Street proved to be ideal. Near other entertainment venues and Olympic focused retail shops, the center was in front of one of the stops of the light rail system, which was one the primary transportation systems of the games. The states of Idaho, Utah and Nevada shared in the 4,000 square foot visitor center. Over 3 dozen volunteers from Idaho made their way to Salt Lake to staff the visitor center and help promote travel and recreation opportunities in Idaho. Idaho travel service providers and regional travel organizations were encouraged to display their brochures. In an innovative tactic, the IDTD provided on-line computer access to the Internet so visitors to the center could send email postcards to their friends and family at home. Over 7500 postcards were sent from the Idaho booth over the 18-day games. Almost 4,500 email addresses were captured to assist in future marketing efforts.

Each state planned special "state days" that would serve to showcase the unique attributes, events and talents of each. Always a show stopper and a crowd pleaser, Idaho's three "Idaho Days" were a roaring success

Spuddy Buddy

The universal currency of the international Olympic games is collectible pins. Persons from around the world became fanatical pin collectors during Olympic games trading and collecting pins representing official sponsors, un-official sponsors, Olympic teams and even casual social statements. One of the most popular and sought after pins of the Salt Lake games was Idaho's Spuddy Buddy, a caricature of Idaho's famous potato on skis superimposed over the shape of Idaho and Utah.



Strategy #10 Buy Idaho

Idaho's early start of its Olympic games strategy allowed it to build relationships with both the Salt Lake City Olympic Organizing Committee and with sponsors to encourage them to purchase goods and services from Idaho businesses. Idaho businesses, both small and large, benefited from the Salt Lake Olympics. Boise's WGI secured the highway construction project many years prior, but "A" Company in Boise capitalized on a contract to supply 2600 portable toilets and Fleetwood Homes of Idaho built and sold 42 manufactured homes to Olympic workers. Even tiny Cascade Raft and Kayak of Horseshoe Bend landed a contract to shuttle athletes to venues using the company's 18-seat vans. Idaho Sewing For Sports Inc., out of Grangeville, obtained the contract to provide all the protective padding for ice rinks, speed skating and alpine venues.

Although it isn't necessarily Buy Idaho, Many volunteers from throughout Idaho helped make the Olympics successful. From venue officials to forerunners, to security, Idaho volunteers helped make the 2002 Salt Lake City olympics the best games ever.

Wally Huffman, Sun Valley

Rep. Wendy Jaquet, Ketchum

Alison Kiesel, Ketchum

Gary Mahn, Boise

Pat McMurray, Boise

Cord Pereira, Boise

Sen. Mel Richardson, Idaho Falls

Barbara Wilson, Boise

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